USMC EQUAL OPPORTUNITY:

THE FUTURE

presented to EOA Conference

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Welcome to HQMC EOA Conference….

- **Effective EOA's in the 21st Century Marine Corps!**
- We are The Few, The Proud FEW…..The Marines…
- Semper Fidelis!

The Focus for Today's Presentation!

USMC EO…THE FUTURE (2025)?

- How are we doing?
- How do we know?
- How do we demonstrate value added of creating and nurturing an effective EO Program to topical issues facing our Corps today?

USMC: An Enduring Organization

- As with any enduring organization over 225 years in existence, there are numerous sine waves throughout the life of the organization that are presented as opportunities…

- What makes Marines: A Special Breed!

THE USMC CULTURE (3/11/14)

- Core Values
- Leadership Principles
- Leadership Traits

PRESERVING THE USMC CULTURE…

- Role of the EOA’s, now and in the future?

The Commandant's Intent
'FUTURE' STATE'
(obtained from CMC Guidance, Strategy 21)

Marines have a sense of **belonging** /ownership and are shareholders in the success of our Corps; we will strengthen trust, reward performance, accept mistakes and learn from them; enhance retention, and develop the full potential of our Marines and civilians.

EQUAL OPPORTUNITY
REF: MCO 5354.1C

The right of all persons to participate in, and benefit from, programs and activities for which they are qualified. These programs and activities will be free from social, personal, or institutional barriers that prevent people from rising to the highest level of responsibility possible. Persons will be evaluated on individual merit, fitness, and capability, regardless of race, color, sex, national origin or religion.

Working Definition of Equal Opportunity

The right of all Marines to be treated with dignity and respect (which produces a high trust, cohesive command climate).

Strategic USMC EO Objective

Lead Marines to create a command climate where all Marines are treated with dignity and respect.

Strategic USMC Equal Opportunity Objective:

Leading Marines to create a command climate in which all Marines are treated with dignity and respect_

Some of the processes, training and educational requirements to accomplish the objective are included in MCO 5390.2D dtd 12 June 1989

Current EO Focus

Some of the processes, training and educational requirements to accomplish the objective such as:

- EO Training
  - Sexual Harassment
  - Discrimination
  - Processing Complaints

are included in MCO P5354.1C dtd 29 Feb 1996

SHIFT FOCUS

All of the aforementioned processes, leadership/EO training and educational requirements must be in sync and coordinated for mission accomplishment.

MCO P5354.1C
Equal Opportunity Manual

MCO 5390.2D
Leadership Training and Education

In sync and consistent leads to

MISSION ACCOMPLISHMENT

Strategic Leadership Challenges

- Impact of demographic changes
- Managing Diversity
- Generational Differences
- Trust, Cohesion and Communications
- Sustaining core values, leadership principles and leadership traits

A FOLLOW-ON THOUGHT:

As leaders, we are obligated to seek solutions and options to provide our Marines the framework for success.

~ CMC Guidance~

Watershed Events in Marine Corps History

- President Truman signed Public Law 625: Women's Armed Services Integration Act: 12 June 1948
  - Gave women regular military status
- President Truman issued Executive Order 9980: 26 July 1948
  - Equal treatment and opportunity in the Civil Service
- President Truman issued Executive Order 9981: 26 July 1948
  - Equal treatment and opportunity without regard to race, color, religion, or national origin in the military

How are we doing?

&

How we know?

The Exit/Retention Survey: A sampling!

Overview

- FY01 Marine Corps Retention Survey
  - 40,000 Responses (all pay grades)
- FY01 Marine Corps Exit Survey
  - 5,000 Responses (mostly NCOs)
- Analysis usually broken down by grade groupings (suggests generational effects)

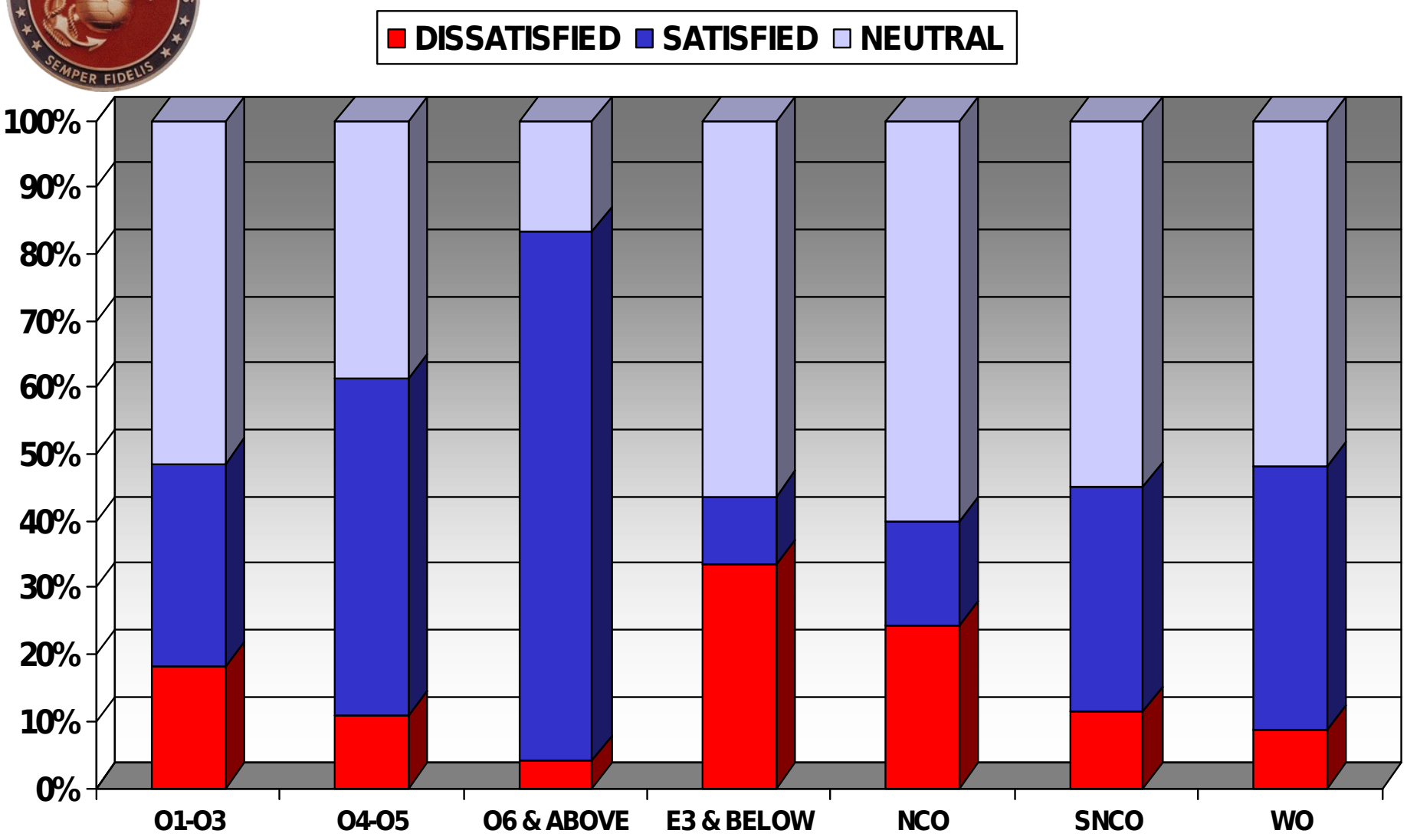
- Results corroborated by other surveys
  - FY99 DoD Active Duty Survey
  - FY00 Military Exit Survey

Overview Cont…

- Significant and Consistent Differences Between Pay Grades
  - Suggests ‘Generational Effect’
- Fundamental Concerns:
  - Pay
  - Leadership
  - Work/Family Balance

MARINE CORPS LEADERSHIP:

RETENTION SURVEY



Inspector General
of the Marine Corps

FOLLOW-UP DACOWITS VISIT BRIEF

24 April 2002

Units Assessed, Dates, Methods

- **Units and Dates (Focus Groups):**
  - 2D FSSG; 2 Oct 01
  - MCB Camp Lejeune; 3 Oct 01
  - MCAS New River; 4 Oct 01

- **On-site assessments were also conducted at units within these commands.**

- **Written surveys were distributed to**

Observed Areas of Concern

- **Sexual Harassment and Gender Discrimination**
  - **Leaders not seen as regularly addressing sexual harassment**

    or gender discrimination
  - **Marines reluctant to file sexual harassment or discrimination**

    complaints for fear of reprisal
  - **Perception that female Marines have to “prove” themselves to**

    be accepted

Observed Areas of Concern (continued)

- **Core Values and Equal Opportunity Education and Training**
  - **Perception that there is insufficient gender related and sexuality**

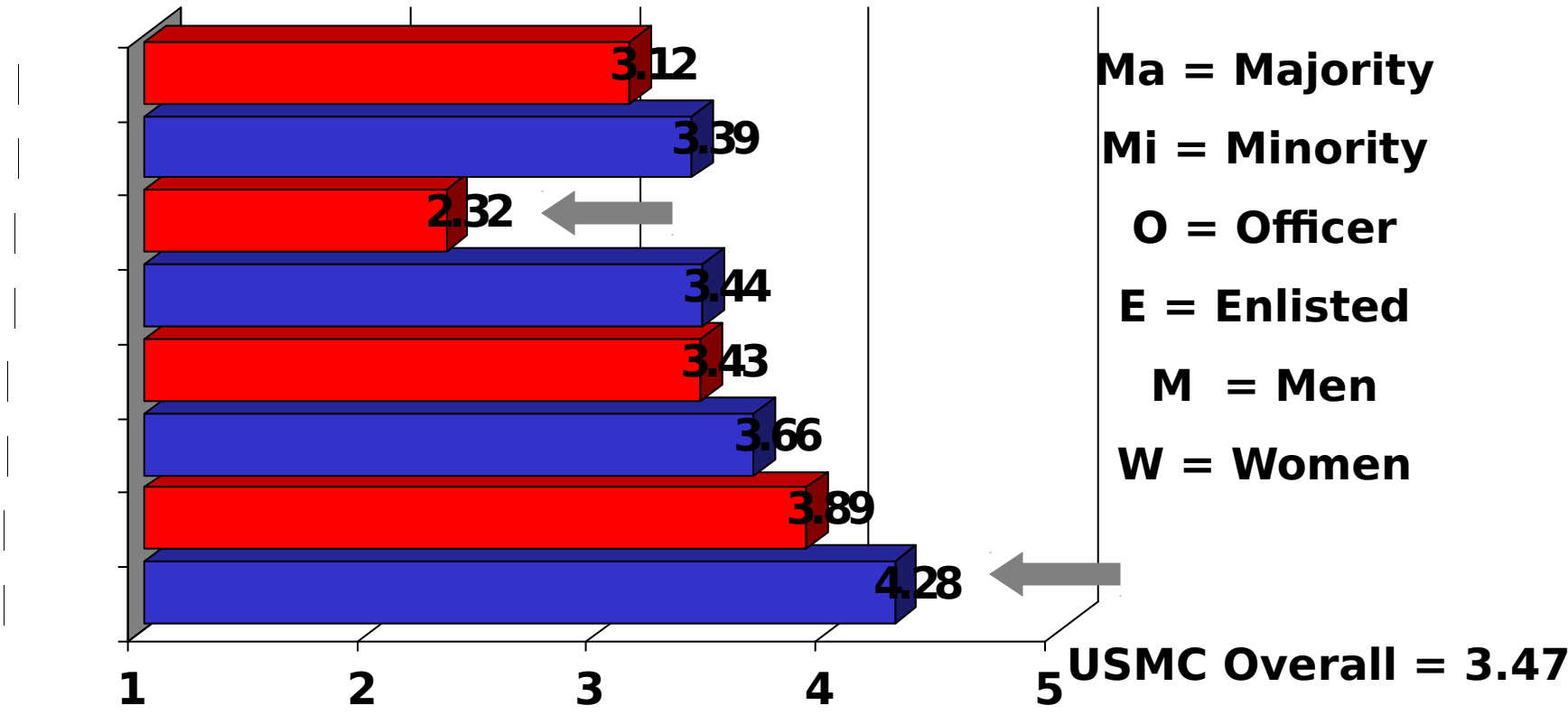
    training being provided
  - **Perception that Core Value and EO current methods of conducting**

    training are ineffective

Overall EO Climate

(Total Marine Corps - Year 2001)

MEOCS

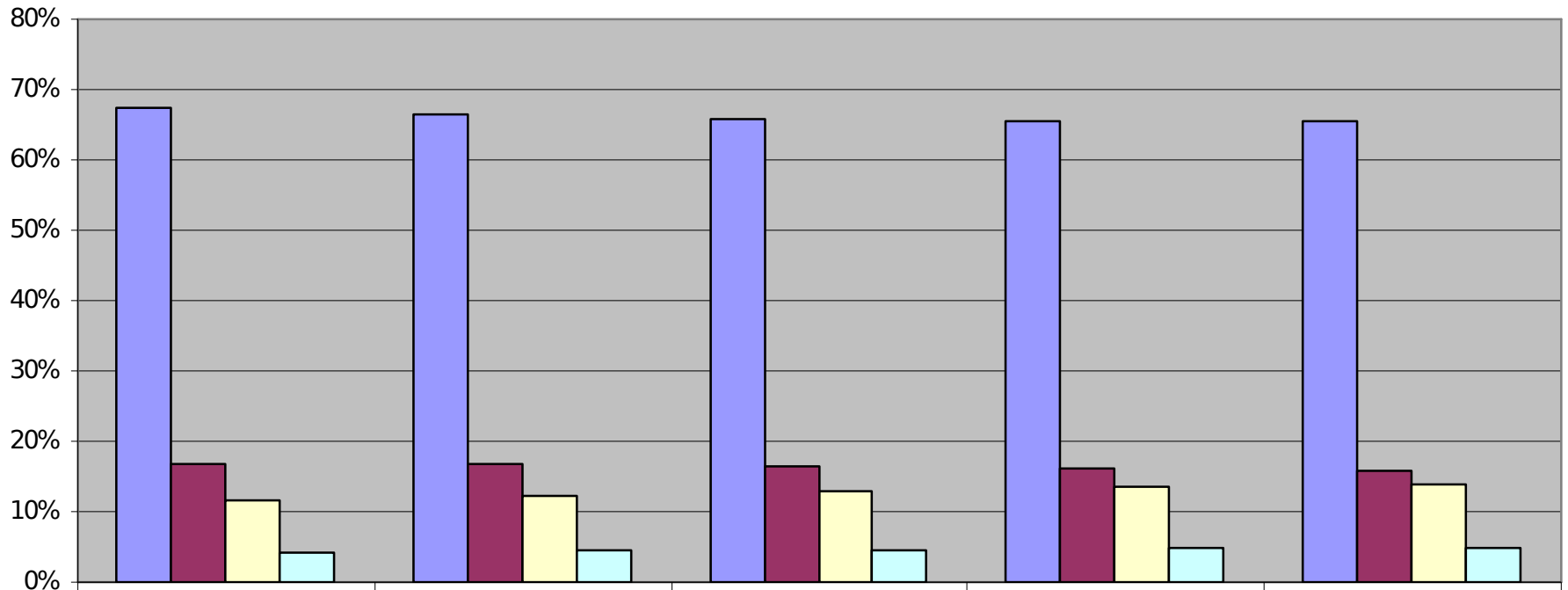


CHANGING DEMOGRAPHICS

- 2001 – Less than 50% of Public School Kindergartners in the US are Non-Hispanic White (a)
- 2010 – Over 50% of Youth under age 18 in FL, TX, NY, and CA will be “minorities” (b)
- 2025 – Over 50% of the population in CA will be Spanish Speaking (c)
- 2040 – Over 50% of the US population will be “minorities” (b)

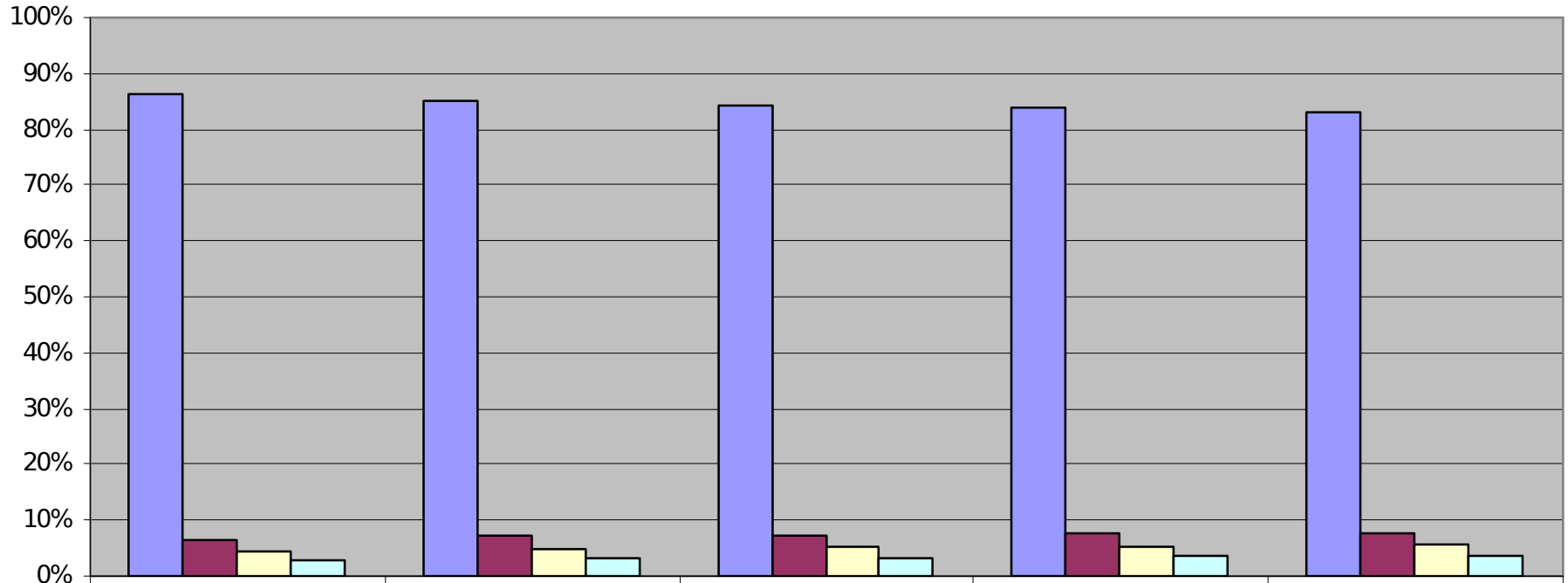
a: National Center for Education Statistics
b: Census Bureau
c: LA Times, 15 Jan 99

ENLISTED PERCENTAGES – 1997-2001



	1997	1998	1999	2000	2001
White	67.36%	66.59%	65.97%	65.55%	65.38%
Black	16.78%	16.64%	16.52%	16.21%	15.82%
Hispanic	11.58%	12.26%	12.91%	13.48%	13.98%
Other	4.28%	4.50%	4.60%	4.76%	4.82%

OFFICER PERCENTAGES - 1997-2001

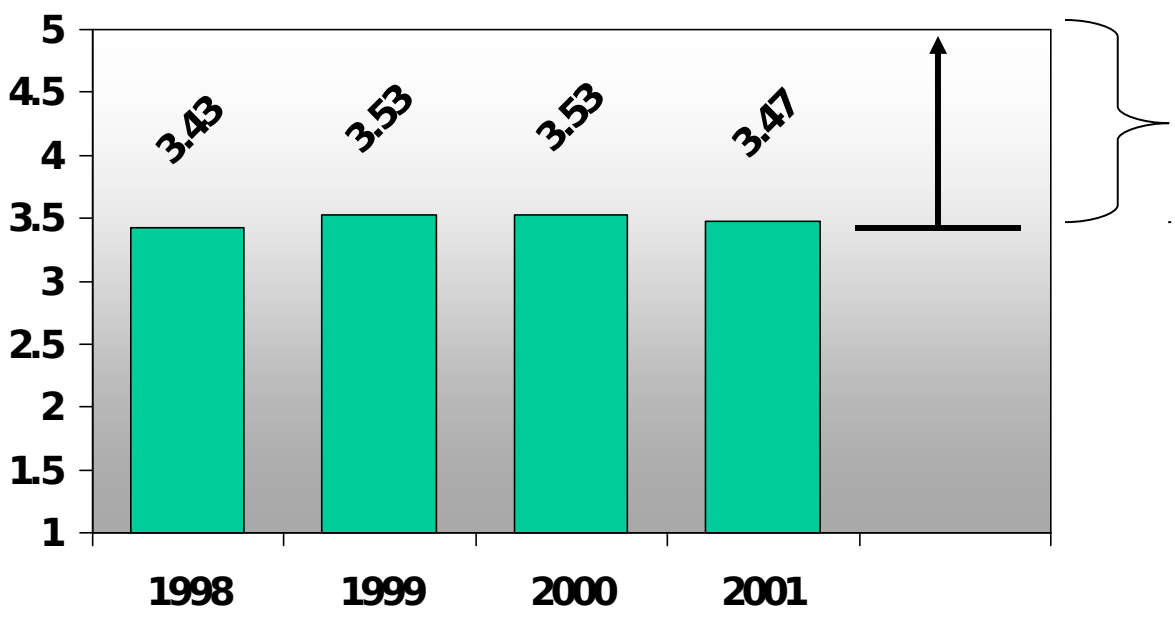


	1997	1998	1999	2000	2001
White	86.27%	85.15%	84.31%	83.77%	83.26%
Black	6.63%	7.10%	7.30%	7.47%	7.47%
Hispanic	4.33%	4.68%	5.06%	5.26%	5.47%
Other	2.77%	3.06%	3.33%	3.50%	3.80%

OVERALL EO CLIMATE *

Objective: **Lead Marines to create a command climate where all individuals are treated with dignity, fairness, and respect**

Barriers:
- Competing Priorities
- Difficulty discussing race/gender issues



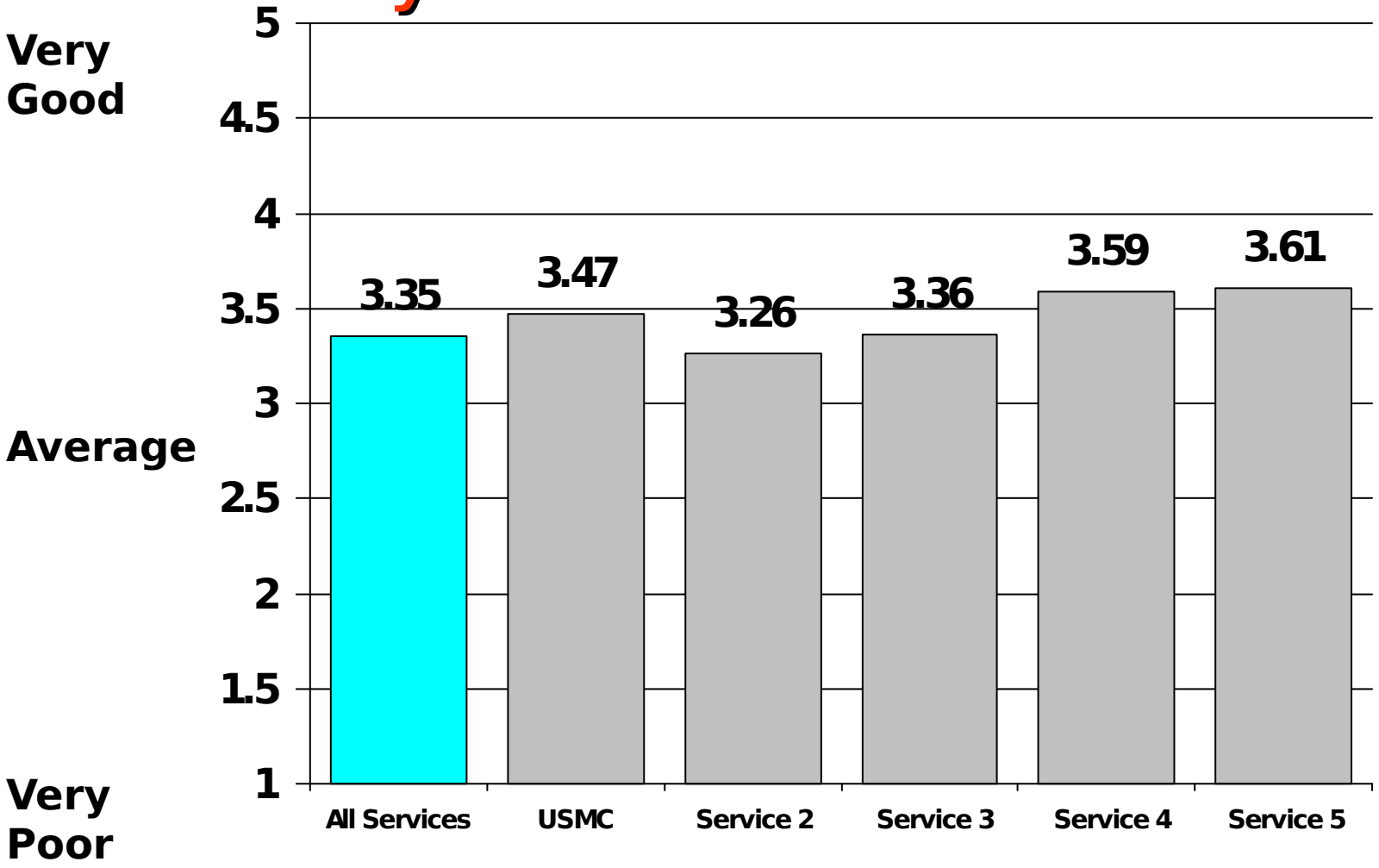
What tools/ approach do we utilize to close this gap?
- EO
- Leadership
- ???

1 - Very Poor
2 - Poor
3 - Average
4 - Good
5 - Very

Source: *Military Equal Opportunity Climate Survey*

*** Question: How would you rate your EO climate?**

Overall EO Climate By Service for 2001

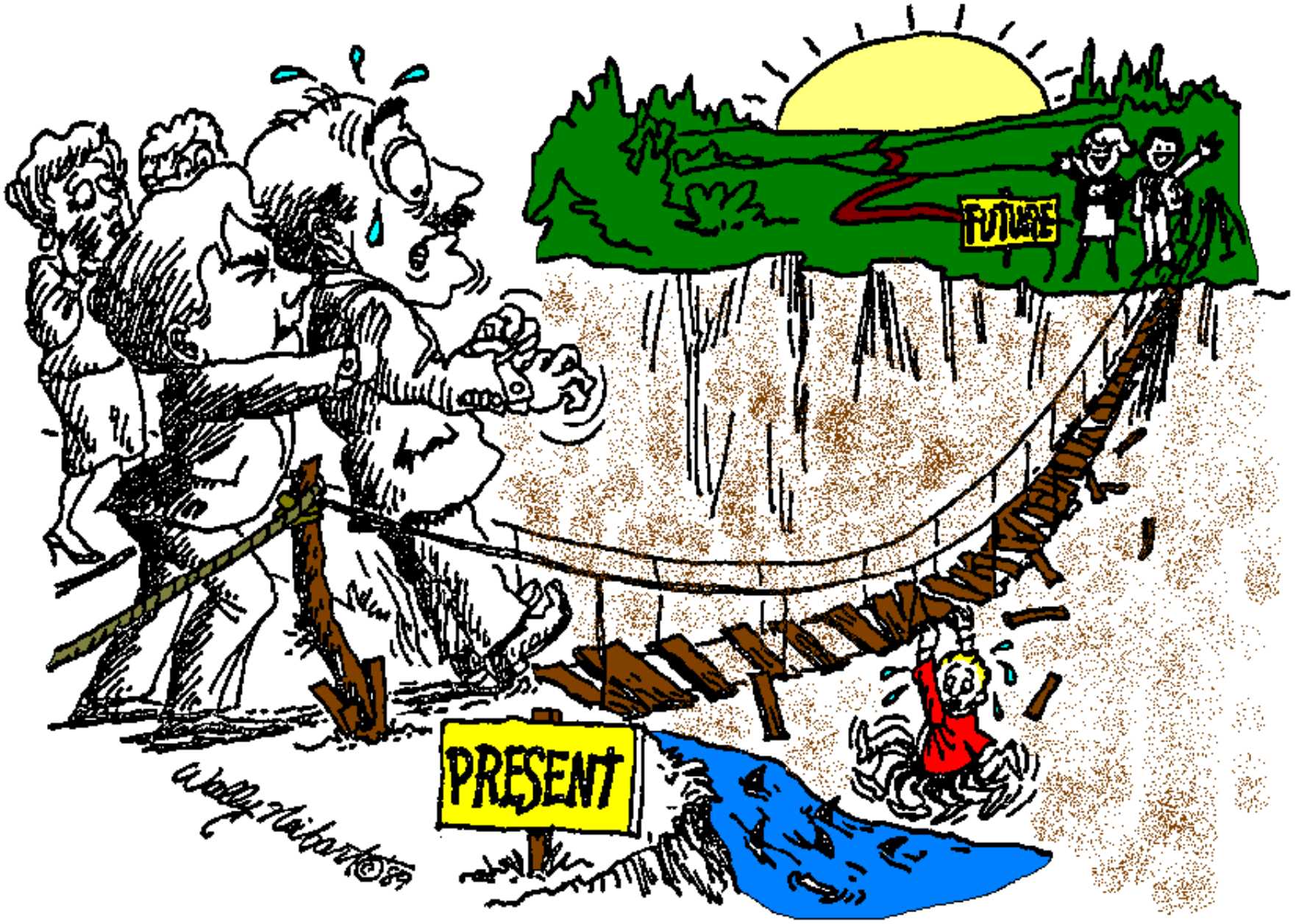


A THRIVING CULTURE REQUIRES:

A common LANGUAGE that builds bridges to take people from where they are to where they are going (the future state).

BRIDGE BUILDERS

- Teamwork
- Cohesion
- Trust
- Esprit De Corps
- Respect
- Dignity


FUTURE
PRESENT

Strategic Question

Do we in the EO community advise repairing the current bridge or advise the formation of a coalition of Marines to design a new bridge to the future?

WORDS FROM GENERAL JOHN A. LEJEUNE

I deem my highest duty to be the welding of all units into a harmonious whole, and the kindling and fostering of a division spirit, or espirit, which would animate the hearts of all....

Follow-on Question…

- How do we demonstrate value added of creating and nurturing an effective EO Program to topical issues facing our Corps today?

Correlating USMC EO w/CMC's #1 Priority

A command climate where all Marines are treated with dignity and respect (which produces a high trust, cohesive command climate) will show a corresponding decrease in safety mishaps (Marines will take the extra step to take care of each other).

Command Climate Survey

- Applications:
  - Aviation Safety
  - Ground Safety
  - Overall Command Climate (refocus questions)

Issues for future consideration

- Alignment with strategic goal
  - Leadership Training and Education
  - Service Specific Training at DEOMI
  - Effective, small unit EO training
  - Seeking additional ways to demonstrate the value added for an effective EO program
  - Creating metrics and incentives for commanders to create a command climate in alignment with strategic objective

A thought!

- Great things are not done by impulse, but by a series of small things brought together!

~ Vincent Van Gogh~

Together, we can create the Future State because….

We are
The Few,
The Proud,
The Marines…

Semper Fidelis!

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